

**NOT FOR PUBLICATION UNTIL RELEASED
BY THE DEFENSE SUBCOMMITTEE
OF THE SENATE APPROPRIATIONS COMMITTEE**

**STATEMENT OF
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COMMANDER, U.S. MARINE CORPS FORCES RESERVE
UNITED STATES MARINE CORPS
BEFORE THE
SUBCOMMITTEE ON DEFENSE
OF THE
SENATE APPROPRIATIONS COMMITTEE
CONCERNING
GUARD AND RESERVE OVERVIEW
ON
APRIL 17, 2013**

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Chairman Durbin, Ranking Member Cochran, and distinguished Members of the Subcommittee, it is my honor to report to you on the state of the Nation's Marine Corps Reserve and our Reservists, who enthusiastically and professionally contribute to the balanced air-ground-logistics team that underscores the Nation's Expeditionary Force in Readiness – the U.S. Marine Corps. Although the present times are difficult due to fiscal impacts on the Marine Corps, I am extremely grateful for your continued support of our Corps. I am especially appreciative of Congress' leadership in providing enhanced Department of Veterans Affairs (VA) healthcare benefits to service members for five years from the date of their discharge or separation date from active duty service. Your continued support helps to sustain us as a ready, relevant, and responsive Reserve Force that is an essential shock absorber for the Total Force Marine Corps.

Introduction

I share the sentiment Commandant of the Marine Corps General James F. Amos stated in testimony before Congress this year – the Marine Corps provides an insurance policy to the American people. As an integral part of the Total Force, Marine Forces Reserve plays a key role in providing that insurance policy. We have been fully engaged on the global stage for more than a decade now, serving as the essential shock absorber for the Active Component, and 2012 was no different. Reservists from each of our major subordinate commands -- 4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Force Headquarters Group -- made a tremendous impact across a diverse spectrum of operations in support of combatant commander operational and theater security cooperation requirements and Service commitments.

The Marine Corps' commitment to the American people is as strong today as ever in its 237-year history. That commitment is backed equally by bold Active and Reserve Component Marines and Sailors who are experienced in taking the fight directly to the enemy across the globe since 2001. Our Marines have been doing what they have done best since 1775: standing shoulder-to-shoulder to fight and win the Nation's battles. We don't differentiate; all Marines—whether Reserve or Active Component—are disciplined, focused, and lethal. We are a Total Force, and as such, the Marine Corps Reserve continues to be integrated in all areas of the Marine Corps.

I am deeply impressed by the professionalism, competence, and dedication of our magnificent Reservists. Like their active-duty brothers and sisters, they sacrifice so much of their time -- and so much of themselves -- to protect and serve our great Nation. The way they balance their family responsibilities, civilian lives, and occupations -- and still stay Marine -- inspires me. They do it with humility, without fanfare, and with a sense of pride and dedication that is consistent with the great sacrifices of Marines of every generation.

The priorities outlined by General Amos in his 2013 Report to Congress on the Posture of the United States Marine Corps inform the priorities I've outlined for Marine Forces Reserve to ensure today's Marine Corps Reserve remains an agile and fully engaged component of the Total Force that is necessary for modern combat and operational requirements. The priorities outlined by the Commandant are:

- *Continue to provide the best trained and equipped Marine units to Afghanistan;*
- *Continue to protect the readiness of our forward deployed rotational forces within the means available;*
- *Reset and reconstitute our operating forces as our Marines and equipment return from more than a decade of combat;*
- *Modernize our force through investments in human capital and by replacing aging combat systems; and*
- *Keep faith with our Marines, our Sailors and our families.*

I believe Active Component Marines and senior leadership at all levels appreciate a highly experienced and competent Reserve Force. As an integral element of the Total Force Marine Corps, our Marines and Sailors share the culture of deployment and expeditionary mindset that has dominated Marine Corps culture, ethos and thinking since our Service's beginning more than two centuries ago. Accordingly, the U.S. Marine Corps Reserve is organized, manned, equipped, and trained, like our active-duty brethren, to provide a professionally ready, responsive, and relevant Force as a Marine Corps solution to enable joint and combined operations. We are, and will remain, a key component in the Corps' role as the Nation's Expeditionary Force in Readiness.

Total Force Integration

Since 2001, this great Nation required its Marine Corps Reserve to be engaged in combat operations in Iraq and Afghanistan, as well as in regional security cooperation and crisis prevention activities in support of the various geographic combatant commanders. This operational tempo has built a momentum among our war fighters and a depth of experience throughout the ranks that is unprecedented in generations of Marine Corps Reservists.

As of March 1, 2013, 61,857 Marines from the Ready Reserve have executed a total of 80,935 sets of mobilization orders. This operational tempo has enabled Marine Forces Reserve to remain an operationally relevant Force over the last 12 years. In the operational role, Marine Forces Reserve has sourced preplanned, rotational, and routine combatant commander and Service requirements across a variety of military operations. We routinely supported operations in Afghanistan and Iraq while sourcing other combatant commander requirements worldwide, such as Special Purpose Marine Air Ground Task Force (SPMAGTF) in support of U.S. Africa Command; Georgia Deployment Program in support of U.S. European Command; Unit Deployment Program in support of U.S. Pacific Command; and Security Cooperation Teams in support of U.S. Southern Command, U.S. Northern Command, and U.S. Central Command. Additionally, Marine Forces Reserve has continued to support global combatant commander exercise and theater security cooperation requirements, which increase our operational readiness while enabling Total Force integration and the rapid transition to operational roles and support to major contingency operations.

During this past year, Marine Forces Reserve operations continued on a high operational tempo as we supported all of the geographic combatant commanders across the globe. Our four major subordinate commands were called upon to provide 2,815 Marines and Sailors to support combatant commander operational requirements, and we plan to deploy 1,375 Marines and Sailors during 2013. In addition, Marine Forces Reserve will deploy thousands of Marines to a multitude of theater-specific exercises and cooperative security events that are designed to increase interoperability with our allies, as well as for developing Theater Security Cooperatives in Morocco, South Africa, Uganda, Burundi, Senegal, Romania, Georgia, Mexico, Honduras, Guatemala, El Salvador, Ecuador, Jordan, and with our partners throughout the Pacific Rim.

Marine Forces Reserve's operational focus will continue to directly support the geographic combatant commanders in various roles that include multiple bi-lateral exercises, such as African Lion in Morocco, and Sang Yong in South Korea. The way ahead for Marine Forces Reserve includes deploying forces to meet high priority combatant commander requirements while providing continued support to Operation Enduring Freedom (OEF). Principal among these combatant commander requirements is the deployment of an air-ground-logistics task force in support of U.S. Africa Command, forward deploying a F/A-18 fixed wing squadron and a CH-53E rotary wing detachment, as part of the Unit Deployment Program in support of U.S. Pacific Command, and sending a detachment of highly qualified Marines to Europe to train Georgian forces prior to their deployment for OEF.

In addition to operational requirements, Marine Forces Reserve personnel and units conducted significant regional and more than 960 local community relations events nationwide during 2012. Due to the command's unique geographic dispersion, Marine Forces Reserve personnel and units are advantageously positioned to interact with the American public, telling the Marine Corps story to our fellow citizens who typically have little or no contact with the Marine Corps. Therefore, for the preponderance of the American public, their perception of the Marine Corps is informed by dialogue with our Reservists during the myriad of community outreach events that occur throughout the year across the country. However, our interaction with the American public will be considerably reduced during 2013 as we reduce participation in community relations events consistent with current Department of Defense (DoD) policy changes and guidance.

I would be remiss if I didn't include veterans as key components to our continued success in communities across the country. Veterans provide our personnel, Active and Reserve, with unsurpassed support and often serve as a communication conduit between our Marines and local leaders and business owners.

In addition to participating in operational requirements across the globe and in community relations events here at home, our active-duty Marines who are assigned to our Inspector – Instructor and Reserve Site Support staffs steadfastly and diligently execute the significant responsibility of casualty assistance. Continued operational efforts in OEF have required that these Marines and Sailors remain ready at all times to support the families of our

fallen Marines in combat abroad, or in unforeseen circumstances at home. By virtue of our geographic dispersion, Marine Forces Reserve personnel are well-positioned to accomplish the vast majority of all Marine Corps casualty assistance calls and are trained to provide assistance to the families. Historically, our personnel have been involved in the majority of all Marine Corps casualty notifications and follow-on assistance calls to the next of kin. During 2012, our Inspector – Instructor and Reserve Site Support staffs performed 67 percent of the total casualty calls performed by the Marine Corps (281 of 418). There is no duty to our families that we treat with more importance, and the responsibilities of our Casualty Assistance Calls Officers (CACOs) continue well beyond notification. We ensure that our CACOs are well trained, equipped, and supported by all levels of command through the combination of in-class and online training. Once a CACO is designated, that Marine assists the family members from planning the return of remains and the final rest of their Marine to advice and counsel regarding benefits and entitlements. In many cases, our CACOs provide a long-lasting bridge between the Marine Corps and the family while providing assistance during the grieving process. The CACO is the family's central point of contact and support, and serves as a representative or liaison to the funeral home, government agencies, or any other agency that may become involved.

Additionally, Marine Forces Reserve units and personnel provide significant support for military funeral honors for our veterans. The Inspector – Instructor and Reserve Site Support staffs, with augmentation from their Reserve Marines, performed 93 percent of the total funeral honors rendered by the Marine Corps during 2012 (16,067 of 17,240). We anticipate providing funeral honors to more than 16,000 Marine veterans during 2013. As with casualty assistance, we place enormous emphasis on providing timely and professionally executed military funeral honors support.

We are implementing the Marine Corps' Force Structure Review (FSR), which evaluated and refined the organization, posture, and capabilities required of the Nation's Expeditionary Force in Readiness in a post-OEF security environment. In my written statement submitted to this Subcommittee last year, I assured this Subcommittee that Marine Forces Reserve is wholly aligned to work with any personnel affected by the FSR to locate a suitable opportunity. Accordingly, in July of 2012, I directed the deployment of Personnel Transition Teams (PTTs) to certain sites that were affected by the FSR in order to expedite the transition process and reduce

the normal friction experienced with changing units or re-classification of a primary military occupational specialty. These integrated, cross-organizational PTTs enabled us to keep faith with our Reservists by achieving maximum re-utilization of existing manpower through re-classification and reassignment while streamlining the approval process for lateral moves and re-enlistments.

Predictability

The Marine Corps Reserve remains an integral part of the Total Force Marine Corps and continues to serve as an operationally-focused Force whether it is integrated with Marine Forces in Afghanistan, serving as SPMAGTF -- Africa, or filling training and advising roles with security cooperation teams in direct support of combatant commanders' requirements. Consequently, the Reserve Force continues to maintain a high level of operational experience as it continues to serve side-by-side with their Active-Component counterparts. However, we clearly recognize the potential effect of the fiscal environment on our operational readiness, especially as we consider how to maintain the operational experience of the Reserve Force that was gained over the previous 12 years.

We transitioned our Force Generation Model, which was based on one-year activations followed by five years in a non-activated status, to one that rotates Marine Reserve units through a five-year training cycle to ensure the units and personnel are ready to meet any challenge while remaining operationally relevant. The Force Generation Model "Next" maintains the same capability as the previous Force Generation Model by annually programming the Reserve Force to have 3,000 Marines trained in numerous capability sets and ready to augment and reinforce a Marine Air Ground Task Force (MAGTF) whether in support of a contingency response, part of a pre-planned, budgeted for, theater security cooperation mission, or in support of crisis response within the United States.

This Force Generation Model "Next" continues to provide a level of predictability for both planners and Reservists while maintaining the "train as we fight" philosophy. The Model provides our Reservists, their families, and their employers, the ability to plan for upcoming duty requirements in their lives five or more years out. This empowers service members to achieve the critical balance between family, civilian career, and service to the Nation while enabling

employers to plan for and manage the temporary loss of valued employees. The key element in Force Generation Model “Next” is the integration of Reserve units, detachments, and individuals into Service- and Joint-level exercises, creating an environment of interoperability in years two, three and four of the Model’s cycle. The units are scheduled to be assessed in a culminating, integrated training exercise during the fourth year of the training cycle. The Force Generation Model “Next” assures integration with the Active Component in both continental and intercontinental deployments and training exercises and continues to facilitate the Total Force approach in the manner in which the Marine Corps achieved success in Al Anbar province, Iraq, and Helmand province, Afghanistan.

Personnel

Marine Forces Reserve comprises a large percentage of the Selected Reserve’s (SelRes) authorized end strength of 39,600. Additionally, Marine Forces Reserve administers approximately 64,000 Marines who serve in the Individual Ready Reserve (IRR), which is projected to continue to increase due to the Active Component end strength draw down. The SelRes is comprised of Marines in Reserve units and the Active Reserve program, as well as Individual Mobilization Augmentees (IMAs) and those in initial training. The SelRes and the IRR form the Ready Reserve.

We continue to enjoy strong demand for affiliation as seen by increased accessions from the Active Component, as well as historical high rates of retention. Our retraining, inactive duty travel reimbursement, bonus, and incentive programs for Reserves were essential tools in achieving nearly 100 percent of our authorized end strength in Fiscal Year 2012. The continued use of these incentives and programs are critical enablers for us as we seek to optimally align our inventory to our requirements, maintain individual and unit-level readiness, address shortfalls in staff non-commissioned officer leadership, and maximize deployability for our incumbent personnel. Complicating our alignment efforts in 2012 and expected to continue to do so throughout the next few years is the execution of the FSR. Our authorized end strength of 39,600 is appropriate for providing us with the personnel we require to support the Total Force while achieving the Secretary of Defense’s goal of a 1:5 deployment-to-dwell for Selected Marine Corps Reserve (SMCR) units and IMAs.

I am pleased to report that the Marine Corps / Navy Reserve team is as strong as ever. Marine Forces Reserve remains fully integrated with Navy manpower assets from the Active, Reserve, and Full-Time Support (FTS) communities. A total compliment of 283 officer and enlisted personnel from the Active Component and FTS component provides continuous medical and religious ministries support to the Marines and Sailors throughout Marine Forces Reserve. In addition, more than 1,600 Reserve Component Sailors augment Marine Forces Reserve in deployments, administrative functions, and major exercises with 300 of these positions being staffed by officers of the various medical professions. These invaluable Navy assets can be found at any of the 172 Marine Reserve sites across the United States.

Like the Active Component Marine Corps, Marine Corps Reserve units rely primarily upon a first-term enlisted force. We fully expect to meet our SMCR unit recruiting goals again this fiscal year.

Affiliation of our Reserve officers remains our most challenging area, but improvement over the previous year is significant. Historically, the Active Component Marine Corps has been the exclusive source for senior lieutenants, captains, and pilots for the Marine Corps Reserve and it remains a source of strength in meeting these requirements. Through the Marine Corps' transition assistance and educational outreach programs, we continue to ensure that each transitioning Active-Component Marine is educated on continued service opportunities in the Marine Corps Reserve. In 2012, the Direct Affiliation Program was introduced as a pathway for transitioning officers and enlisted to affiliate with a SMCR unit just prior to separation, facilitating a seamless transition and transitional TRICARE benefits that underscores the Continuum of Service.

Three Reserve officer commissioning initiatives focus exclusively on the most crucial challenge of staffing the Marine Corps Reserve with quality company grade officers. These Reserve commissioning initiatives are the Reserve Enlisted Commissioning Program (RECP), which is available to qualified active-duty enlisted Marines in addition to qualified Reserve enlisted Marines; Meritorious Commissioning Program – Reserve (MCP-R), which is open to individuals of the Active and Reserve Components who have earned an Associate's Degree or equivalent in semester hours; and Officer Candidate Course – Reserve (OCC-R). Since 2004, these three programs have produced a total of 561 lieutenants for the Marine Corps Reserve.

The OCC-R program has been the most successful of the three Reserve commissioning initiatives, producing 502 officers. The OCC-R program historically focused on ground billets with an emphasis on ground combat and combat service support within specific Reserve units that were scheduled for mobilization.

Civilian Marines are critical enablers to Marine Forces Reserve's ability to meet Service requirements. Our civilian work force across Marine Forces Reserve -- more than 350 members -- continues its unwavering service and dedication to the Marine Reserve even during these past few years of uncertainty concerning pay and entitlements. They are integral for continuity of operations and for ensuring family readiness across the Reserve Force. Unfortunately, the recent budgetary upheaval and furlough planning has created significant stress and decline in morale for many of our employees; yet they remain steadfast in their commitment to the ideals of the Marine Reserve and our Corps.

As the Marine Corps continues to draw down Active Component end strength to 182,100, the option to continue to serve in the Reserve Component has become increasingly appealing to young Marines leaving active duty. Those approaching the end of their current contracts -- Active or Reserve Component -- receive more focused counseling on the tangible and intangible aspects of remaining associated with, or joining, a SMCR unit. All commanders and senior enlisted leaders across Marine Forces Reserve are tasked to retain quality Marines through example, mentoring, and information and retention programs. This takes place across the Marine experience, not just in the final days of a Marine's contract. Your continued support regarding enlistment, affiliation, and re-enlistment bonuses along with other initiatives that promote service to this great Nation greatly influences our ability to gain and retain the very best service members. I greatly appreciate the continuance of these programs, especially since they are most likely to prove instrumental in aligning the right people to the right place as we realign the Reserve Force.

Equipment

The Commandant of the Marine Corps signed the Service's Ground Equipment Reset Strategy on Jan. 1, 2012. This strategy reset the Force in support of the Commandant's reconstitution objectives. As the executive agent for the execution of this strategy, Marine Corps

Logistics Command will ensure the timely and responsive reset of the Reserve Component equipment to maintain a high state of readiness across the Force. The unique geographic dispersion of our Reserve units and their limited capacity to store and maintain the total war fighting equipment set onsite underscores the unique relationship between Marine Corps Logistics Command and our Reserve units. This relationship assures high training readiness by using a specific training allowance at Reserve Training Centers while maintaining the remainder of the war fighting requirement in enterprise-managed facilities. This strong relationship, which is necessary for a viable operational Reserve, is inherent in the Service's reset strategy. I remain confident that Marine Forces Reserve will continue to meet the Commandant's first priority – provide the best trained and equipped Marine units to Afghanistan – while protecting the enduring health of the Reserve Force.

Although we have been engaged in combat operations for more than a decade, our equipment readiness rates for maintenance are at 97 percent. To be sure, this last decade has demonstrated the need to maintain a significant Reserve Force readiness posture, even during periods of little or no conflict.

Several resources and programs combine to form the basis to the Marine Corps Reserve approach to maintenance. Routine preventive and corrective maintenance are performed locally by operator and organic maintenance personnel. This traditional approach to ground equipment maintenance was expanded to include an increasing reliance on highly effective contracted services and depot-level capabilities, which were provided by the Marine Corps Logistics Command. We continue to experience significant success with the Marine Corps Logistics Command's "Mobile Maintenance Teams" that have provided preventive and corrective maintenance support to all 172 Reserve Training Centers across the United States. This maintenance augmentation effort has directly improved our equipment readiness as well as provided valuable "hands on" training to our organic equipment maintainers.

Additionally, the Marine Corps Logistics Command's "Enterprise Lifecycle Maintenance Program" provides for the rebuilding and modifying of an array of principal end items, such as the Light Armored Vehicle, the Amphibious Assault Vehicle, and our entire motor transport fleet. Finally, we continue to reap significant benefits from the Marine Corps Corrosion Prevention and Control Program. Dollar for dollar, this program has proven highly effective in

the abatement and prevention of corrosion throughout the Force. Collectively, these initiatives and the hard work and dedication of our Marines and civilian Marines across Marine Forces Reserve sustain our ground equipment maintenance readiness rates at or above 97 percent.

Fiscal Year 2011's \$70 million in National Guard and Reserve Equipment Appropriation (NGREA) support was used to procure 10 Light Armored Vehicle Logistics variants, which completed our Light Armored Vehicles requirement. The funds were also used for the procurement of Support Wide Area Network (SWAN) command and control systems, RQ-11B Raven unmanned aerial vehicle systems, and various Deployable Virtual Training Environment systems to include virtual convoy trainers and weapons training simulators.

During the current Future Year Defense Plan (FYDP), Reserve squadrons will begin the transition from the KC-130T to the KC-130J, the CH-46E to the MV-22B, and the UH-1N to the UH-1Y. In anticipation of the forthcoming transitions, our Fiscal Year 2012 NGREA funding was used to procure 5 containerized Flight Training Devices (FTDs) -- one for the CH-53E, two for the MV-22B, and two for the UH-1Y. These devices will not only allow aircrews to conduct more sorties via the simulators/training devices, but will also allow the Reserve Component to train with other units and aircrews as a way to reduce costs in a resource-constrained, fiscally-diminished environment.

Training

Marine Forces Reserve will conduct its inaugural Service-level Integrated Training Exercise (ITX) in June 2013. The ITX is an assessed regimental-level live fire and maneuver exercise featuring Reserve Component forces as the MAGTF elements – command, ground, air, and logistics. The integrated nature of the ITX will ensure maximum training benefit for the ground, aviation and logistics combat elements under the command and control of a regimental headquarters. The ITX is an indispensable component of our Training and Readiness (T&R) cycle and serves as the annual capstone exercise, which serves as the principal mechanism for examining our training and readiness levels as well as assessing our operational capabilities. The ITX also measures our ability to provide a cohesive MAGTF-trained and ready capability to the Service or combatant commander on a predictable, reliable and cyclical basis. Conducted aboard Marine Corps installations in the southwestern United States, ITX will be executed as a MAGTF

deployment vice a compilation of numerous annual training events, with units participating based on their future deployment schedule according to the Force Generation Model “Next.” The ITX will provide all elements of the MAGTF with the opportunity to complete and be assessed in their core competency areas that are essential to expeditiously forward-deploy in any operational environment. Additionally, individuals serving on the various staffs will receive training that will enable them to competently perform as individual augments to MAGTF and/or joint staffs overseas. Future ITXs will reflect Total Force integration, demonstrating interoperability of Active and Reserve Component Marine Forces and strengthening habitual relationships between them. This Total Force approach is designed to promote higher states of readiness, quicker integration, and faster support response times.

We continue to maximize our efficiencies by utilizing our training simulators wherever possible in order to preserve our fiscal resources. Marine Corps Total Force simulation acquisition objectives continue to ensure Marine Forces Reserve has access to train with cutting-edge simulator technologies. These immersive complex digital video-based training systems complete with the sights, sounds, and chaos of today’s battlefield environments are particularly important considering the limited training time and facilities available to our commanders. Fielding to the Reserve Component ensures Reserve Marines are training to the same task, condition, and standard that is applicable to Active Component Marines and ensures capabilities remain consistent across the Total Force.

Language and culture training continues to be a significant investment opportunity that is showing great return on investment for all Marine Reservists. Through the Marine Corps-wide initiative called the Regional, Culture, and Language Familiarization (RCLF) program, our Marines will have a career-long course of study designed to ensure Reserve Marines are globally prepared and regionally focused in order to effectively navigate the culturally complex 21st Century operating environment. Marine Forces Reserve culture and language programs are delivered via a variety of techniques from live instruction to portable media to web-based tutorials and applications. Since last testifying before this Subcommittee, our language and culture section is now fully operationally capable. This enhanced capability enables us to support all units within Marine Forces Reserve with virtual training and required testing. Additionally, we also support other DoD partners in their testing and training. With our Marines

deploying throughout the globe, we access and leverage a variety of other sources of language and cultural training, such as the Marine Corps' Center for Advanced Operational Culture and Language, the Defense Language Institute, and Regional Language Centers. These enhanced language and culture learning opportunities enables our critical core competencies and postures Marine Forces Reserve for success in the complex operating environment of the 21st Century.

Lastly, Marine Forces Reserve has integrated safety programs in training to maximize Force preservation. Reduction in mishaps is one of our benchmark areas for Marine Forces Reserve's Culture of Responsible Choices initiative, which was implemented during Calendar Year 2012. The Culture of Responsible Choices initiative, which was really a change in mindset vice an actual new formal program, is underscored by every service member and civilian employee across the Force rethinking how they do business and how they conduct their lives to ensure their decisions lead to safe and healthy outcomes. Throughout the Force, leaders continue to stress the program's basic tenets of personal responsibility and accountability for decision-making and behavior -- not only within our fence lines and work centers but at home, in leisure activities, and in our personal lives. Leaders have applied the Culture of Responsible Choices to a wide range of unhealthy and healthy human behaviors, such as alcohol misuse, drug use, vigorous suicide prevention, effective sexual assault response and prevention, sound financial management, tobacco use, physical fitness, and safety -- at work, home, and on vacation. Accordingly, our continued utilization of the Center for Safety Excellence aboard Naval Air Station Joint Reserve Base New Orleans in Belle Chasse, La., where we continue to address the current lead cause of death of our personnel -- motor vehicle accidents -- is a tangible example of how we incorporate training to fully support our Culture of Responsible Choices initiative. At the Center, personnel receive training in the safe operation of their motor vehicles, which includes both cars and motorcycles. I'm pleased to report that from Fiscal Year 2011 to 2012, fatal motorcycle mishaps and automobile/truck fatalities were reduced by 33% and 31% respectively.

Facilities

Marine Forces Reserve has facilities in 47 states, the District of Columbia, and the Commonwealth of Puerto Rico. These facilities include 30 owned and 142 tenant Reserve

Training Centers, three family housing sites, a Marine barracks, and General Officer Quarters “A” in New Orleans, La. Although some Reserve Training Centers are located on major DoD bases and National Guard compounds, most of our centers are openly located within civilian communities. The largest part of the facilities budget is used to maintain the existing physical plant; focusing on maintaining infrastructure that enables Marine Forces Reserve to meet Service and combatant commander operational requirements.

The cost of maintaining the physical plant steadily increases with the age of the buildings. Ninety-three of our 172 Reserve Training Centers are more than 30 years old and 54 are more than 50 years old. Through recent adjustments in our Facilities Sustainment, Restoration, and Modernization (FSRM) support, we have improved the overall readiness of our facilities inventory and corrected some chronic facility condition deficiencies. The FSRM funding was used to complete more than 140 projects during Fiscal Year 2012; 169 FSRM projects will be initiated during Fiscal Year 2013. Earlier American Recovery and Reinvestment Act (ARRA) funding was applied to 25 Marine Forces Reserve projects across 11 states, which accomplished much needed repairs and renovations while enhancing energy efficiency. The final ARRA project was completed in January 2013 in Picatinny, N.J. Projects funded by ARRA included upgrades to meet anti-terrorism force protection standards, as well as building access compliance requirements of the Americans with Disabilities Act of 1990.

The Marine Corps’ Military Construction, Naval Reserve (MCNR) program focuses on new footprint and recapitalization of our aging facilities. The construction provided by Base Realignment and Closure (BRAC) 2005 and the annual authorization of MCNR funding have been important factors in improving the facilities readiness of Marine Forces Reserve reducing our number of inadequate or substandard-sized Reserve Training Centers below the 60 percent level. Our funding request for the Fiscal Year 2013 MCNR program will keep us moving in a positive direction, enabling Marine Forces Reserve to improve the physical infrastructure that supports and reinforces mission readiness of our units.

Beyond the obvious requirements to build, maintain, repair and recapitalize our physical inventory are the operational costs associated with occupancy. The “must pays” of utility bills are relatively constant and immutable. The costs of associated services like pest control, snow

removal, and janitorial service are investments that keep the physical plant safe and clean. Budget constraints demand that these expenses are met with strict scrutiny.

In an attempt to lessen some of the burden on the energy budget, and in response to national mandates, Marine Forces Reserve completed energy assessments at our 30 owned Reserve Training Centers and is implementing the recommendations from those assessments, initially targeting the sites that are the biggest energy users. Since 2010, nine solar/photovoltaic energy and lighting projects have been completed at Reserve Training Centers in California and Louisiana and seven more projects in Alabama, California, Florida, New York, and Utah are scheduled for completion during Fiscal Year 2013. Two small (100 kW) wind turbines are complete in Illinois and Michigan and one more is scheduled for construction in Texas during Fiscal Year 2013. Our investment in these technologies provides energy security, efficiency, and cost avoidance for our geographically-dispersed sites.

There are still significant opportunities to improve the energy and water efficiency of Reserve Training Centers and expand use of renewable sources. We met the Energy Policy Act of 2005 goal of having advanced meters installed at all our owned centers across the country to measure building electrical usage and identify targets for savings. Marine Forces Reserve has had an aggressive energy program in the past, but the current fiscal constraints will slow these initiatives, forcing any energy reduction project to proceed only in conjunction with other modernization or new construction initiatives.

Our environmental program continues to excel. None of our owned centers are listed on the Environmental Protection Agency's National Priority List. I consider environmental compliance a priority for the command, and reinforce environmental compliance by directing continual training for our Marines and Sailors at each unit and site. Furthermore, our environmental program supports the FSRM and MCNR programs by ensuring compliance with the National Environmental Protection Act for each project and action.

Marine Forces Reserve strategically manages its national training infrastructure portfolio at more than 170 locations to include eight of the twelve Office of Secretary of Defense (OSD) Joint Bases. Marine Forces Reserve collaborates with OSD Joint Base supporting components to meet OSD installation support delivery and infrastructure efficiency objectives while simultaneously maintaining unit combat readiness. In addition, implementation of the Marine

Corps' Force Structure Review decisions provide an opportunity to better align mission changes with reduced facilities infrastructure. As the process moves forward, the total impacts will be analyzed to gain efficiencies and reduce the backlog of unfunded MCNR projects allowing targeted investment in those sites that provide the best operational return on investment. An effective current initiative is to consolidate additional units on robust sites to reduce overall facility footprint and sustainment costs nationally where multiple smaller sites are currently within the same geographic area.

Health Services and Behavioral Health

Our focus on Marines, Sailors, and their families remains my highest priority. Therefore, we are keenly attentive to maintaining their health and resiliency. During dwell, our health services priority is to attain and maintain the DoD goal of 75 percent "Fully Medically Ready." In Fiscal Year 2012, Marine Forces Reserve individual medical and dental readiness rates were 68 percent and 84 percent respectively. We aggressively worked towards improving the medical readiness by effective utilization of Medical Readiness Reporting System (MRRS) capabilities to enable accurate monitoring and identify unit-level actions necessary to attain readiness goals. Supporting efforts will focus on advocating funds or tailoring support for various Reserve Component Medical/Dental Health Readiness Programs including utilizing to the fullest extent possible a combination of programs to significantly aid in sustaining our total readiness, such as our Reserve Health Readiness Program (RHRP) contract services, Post-Deployment Health Reassessment, Reserve TRICARE Medical and Dental Programs, and the Psychological Health Outreach Program (PHOP). Additionally, our personnel participate in Force Readiness Assistance & Assessment Program (FRAAP) unit inspections. These inspections provide oversight for current health status of the Force, specifically at unit levels that provides an ability to monitor compliance requirements and policy adherence and in meeting unit goal initiatives.

The RHRP is the cornerstone for individual medical and dental readiness. This program funds contracted medical and dental specialists to provide medical and dental specific services to units not supported by a military treatment facility. During Fiscal Year 2012, the RHRP performed 17,848 Periodic Health Assessments, 8,153 Post-Deployment Health Reassessments, and 9,086 dental procedures. In addition, the TRICARE Reserve Select for medical coverage

and TRICARE Dental Program are two premium-based, cost-effective healthcare programs offered for voluntary purchase to our Reserve Marines, Sailors and their families.

The Marine Corps has a robust behavioral health program, which includes Combat and Operational Stress Control, Suicide Prevention, Substance Abuse Prevention, and Family Advocacy Programs, all in conjunction with Navy Medicine programs addressing behavioral health. In regard to Combat and Operational Stress Control, training for leaders on this program was incorporated throughout Marine Forces Reserve at all levels. The training provides knowledge, skills, and tools required to assist commanders to prevent, identify, and manage combat and operational stress concerns as early as possible. This training is provided to service members of units that are deploying for more than 90 days during pre-deployment training.

Navy Bureau of Medicine continues to support behavioral health through various independent contracted programs, such as the Post-Deployment Health Reassessment/Mental Health Assessments and through the PHOP. The Post-Deployment Health Reassessment identifies health issues with specific emphasis on mental health concerns, which may have emerged since returning from deployment. The PHOP addresses post-deployment behavioral health concerns through a referral and tracking process. These programs have proven effective in the overall management of identifying those Marines and Sailors who need behavioral health assistance and have provided an avenue to those service members who seek behavioral health assistance.

Given that the signs of operational and combat stress and suicide can manifest long after a service member returns home from deployment, there are unique challenges posed for Reservists who can be isolated from the daily support network inherent in one's unit and vital medical care. Encouraging Marines to acknowledge and vocalize mental health issues is also a ubiquitous challenge facing our commanders. We are actively combating the stigma associated with mental health care through key programs within demobilization and reintegration processes of our Reserve Marines following deployment, such as the Yellow Ribbon Reintegration Program. Your continued support of these programs is greatly appreciated.

There are five suicide prevention initiatives that we leverage for our Reserve Marines and Sailors: 1) In-theater Assessment. Reservists who exhibit or are struggling with clinically-significant issues should be seen by competent medical authorities and evaluated for post-

deployment treatment with follow-up decisions made prior to their return home; 2) Post-Deployment Health Reassessment (PDHRA). It is important that if any issues emerge during the Reservist's PDHRA that s/he is immediately evaluated and referred for treatment by the clinician interviewer. This includes referral recommendations based on the available local resources, such as the VA, Military OneSource, or private mental health providers; 3) Psychological Health Outreach Program (PHOP). I enthusiastically recommend continued delivery of the PHOP, which is an essential program for treatment referral and follow up to ensure they are receiving the appropriate behavioral health services; 4) Care Management Teams. This suicide prevention initiative includes the VA's OIF/OEF care management teams that are a readily available resource for our Reservists. The VA assigns a primary care manager, who is responsible for referral and follow-up, to any Reservist who has a health care issue; and 5) *Never Leave a Marine Behind* suicide prevention course. We continue to implement the Marine Corps' junior Marine, non-commissioned officer, staff non-commissioned officer, and officer modules of the *Never Leave a Marine Behind* suicide prevention course. The *Never Leave a Marine Behind* series provides the best skills and tools available to Marines, Sailors, and their leaders so that they can better cope with the challenges of combat and the rigors of life both deployed and in garrison. Marine Forces Reserve has trained hundreds of Marines who can deliver the course at more than 130 different Reserve Training Centers around the country.

Additionally, any Reservist and their family can access Marine Corps installations' behavioral health programs through Marine Corps Community Services programming while they are on any type of active duty orders. When they are not on active duty orders, Military OneSource provides counseling, resources, and support to Reserve service members and their families anywhere in the world. The Marine Corps' DSTRESS Line is also now available to all Reserve Marines, Sailors, and family members regardless of their activation status.

Another significant resource is our Chaplain Religious Enrichment Development Operations (CREDO) Program, which is run by our Active and Reserve Chaplains and Religious Program Specialists. CREDO at Marine Forces Reserve conducts two distinct retreat programs: Marriage Enrichment Retreats, which supports our efforts to strengthen our families; and Personal Growth Retreats, which are designed to foster individual service member's health and wellness. This direct effort to improve a culture of responsible choices and build resiliency

across the Force is accomplished at strategic remote training sites usually away from the resources of large military bases. During Fiscal Year 2012, 333 married couples and 15 individuals participated in these retreats. Anecdotal testimonials and survey feedback by participants strongly suggests that these retreats are effective in strengthening military marriages and individuals' core values, which in turn, enhance the readiness of our Force.

Sexual Assault Prevention and Response (SAPR) continues to be a top priority throughout the Force. A Force-wide 24/7 Help Line is available to Reserve and Active Component service members. The Help Line is periodically assessed by my SAPR office, as well as Headquarters Marine Corps and the Naval Audit office for process improvement. Every Marine Reserve Training Center has a Uniformed Victim Advocate (UVA) who is readily available to assist a victim whenever necessary. Developing a functional 24/7 response in the Reserves has required that our leaders research and develop relationships with other military and civilian behavioral health resources. Accordingly, many of the site's UVAs have created networks with Rape Crisis centers in their local areas in order to provide the best care available to victims whenever required. In step with the Commandant's 2012 SAPR Campaign Plan, the SAPR Program implemented large-scale, Corps-wide training initiatives, utilizing a top-down leadership model. SAPR's training message charges leadership with establishing an environment that is non-permissive to any misconduct or crime – especially sexual assault – and making certain that the Marine Corps' high standard of discipline is maintained. SAPR training remains unequivocal in its assertion, however, that the duty of preventing sexual assault belongs inherently to Marines of every rank. The command climate within Marine Forces Reserve and throughout the Marine Corps fully supports sustaining an environment where sexual assault is not tolerated in any capacity on any level, which is essential in eradicating interpersonal violence from the Marine Corps.

Quality of Life

We remain passionate in ensuring an appropriate balance and effective performance of our quality of life programs and services to guarantee our programs and services meet the needs and expectations of our active-duty personnel and Reservists, including those Reserve service

members in the IRR. In doing so, we continue to operate Family Readiness Programs, revitalize services, and proactively reach out to and keep faith with our Marines, Sailors, and their families.

To meet the challenge of deployments, and to maintain a constant state of readiness, the Marine Corps continues to promote family support through our full-time Family Readiness Officer (FRO) program. This program is staffed by either civilians or active-duty Marines and collateral duty uniformed deputy FROs at the battalion/squadron level and above. Additionally, we continue to leverage modern communication technologies and social media, such as the e-Marine website, to better inform and empower family members -- spouses, children and parents – who have little routine contact with the Marine Corps and often live considerable distances from large military support facilities.

Our Marine Corps Family Team Building (MCFTB) programs offer preventative education and family readiness training to our Marines, Sailors, and family members. MCFTB training events were delivered in person and through interactive webinars at Marine Corps units across the United States. During Fiscal Year 2012, MCFTB conducted 171 training events in which 6,920 Marines, Sailors, and family members received critical and vital information and support.

In regard to personal and professional development, Reservists take advantage of our partnership with tutor.com, which offers our Marines, Sailors, and their families access to 24/7 no-cost, live online tutoring services for K-12 students, college students, and adult learners. Active and Reserve Marines and their families are also provided remote access to language courses through Marine Corps Community Services Transparent Language Online program. This program supports over 90 languages to include English as a Second Language (ESL).

Our Semper Fit program remains fully engaged to deliver quality, results-based education and conditioning protocols for our Marines and Sailors. The program includes hands-on strength and conditioning courses, online physical fitness tools, and recorded webinars, as well as instruction on injury prevention, nutrition and weight management. Our Marines' and Sailors' quality of life is also increased through various stress management and *esprit de corps* activities, such as unit outings and participation in competitive events. These programs are key to unit cohesion, camaraderie, and motivation.

The Marine Corps' partnership with the Boys and Girls Clubs of America (BGCA) and Child Care Aware of America (formerly known as the National Association of Child Care Resource and Referral Agencies) continues to provide great resources for service members and their families in selecting child care -- before, during, and after a deployment. The Boys and Girls Clubs of America provide outstanding programs for our Reservists' children between the ages of six and 18 after school and on the weekends. Under our agreement with BGCA, Reserve families can participate in more than 40 programs at no cost. Our off-base child-care subsidy program helps families of our Reservists locate affordable child care that is comparable to high-quality, on-base, military-operated programs. This program provides child-care subsidies at quality child care providers for our Reservists who are deployed in support of overseas contingency operations and for those active-duty Marines who are stationed in regions that are geographically separated from military bases and stations. Additionally, our Marine families (Active and Reserve) who are enrolled in the Exceptional Family Member Program are offered up to 40 hours of free respite care per month for each exceptional family member. This allows our families the comfort that their family member will be taken care of when they are in need of assistance.

Marine Forces Reserve has fully implemented the Yellow Ribbon Reintegration Program (YRRP) at each of the five stages of deployment to better prepare our service members and their families for activation and return to civilian life after mobilization. During Fiscal Year 2012, we leveraged local government facilities, when available, to conduct YRRP training in an effort to minimize costs and maximize participation. We also put procedures in place for review and oversight of all YRRP funding requests to ensure that requests and expenditures were integral to the training and that all efforts were made to be good stewards of the taxpayer dollar. This step provided a costs savings from the previous fiscal year while still maintaining the intent of the legislation and ensuring our Marines, Sailors, and families received the Yellow Ribbon training. More importantly, this enabled our units to proactively plan around the operational and unique individual needs of their Marines, Sailors, and families in addition to keeping unit leadership in the forefront of the issues that affect their service members. In Fiscal Year 2012, we executed 209 events in which 5,984 service members – including Marines in the IRR – 1,991 family

members, and 1,775 non-dependent family members and/or designated representatives participated for a total of 9,750 persons served by our program.

We continue to be supportive of Military OneSource, which provides our Marines, Sailors, and their families with an around-the-clock information and referral service via toll-free telephone and internet access for counseling and on subjects such as parenting, child care, education, finances, legal issues, deployment, crisis support, and relocation.

Our Psychological Health Outreach Program coordinators have been heavily used to assist our Marines, Sailors, and family members with Behavioral Health-related issues. These team members have been extremely active by making contact with redeploying Marines, conducting various briefings at Reserve Training Centers and YRRP events, as well as referring clients to further medical or support service assistance.

Our Marines, Sailors, and their families, who sacrifice so much for our Nation's defense, should not be asked to sacrifice quality of life. We remain a staunch advocate for these programs and services and continue to reintegrate and align our programs and services to meet current and future challenges. The combined effect of these programs is critical to the readiness and retention of our Marines, Sailors, and their families, and your continued support of these programs is greatly appreciated and is the bedrock in which Marine Forces Reserve keeps faith with our service members and their families.

Conclusion

Marine Forces Reserve remains well-positioned to be the Force of Choice for augmentation to the Active Component, reinforcement for Service priorities, and sustainment as a relevant force now and for the future. Marine Forces Reserve is a learning organization that has institutionalized training, personnel management, and the Force Generation process to effectively and efficiently mobilize and deploy combat-ready forces. Aligned with the middle weight force of the Nation's Expeditionary Force in Readiness, Marine Forces Reserve provides options to Active-Component leaders and combatant commanders, from being ready for immediate use in support of disaster relief to providing strategic depth through sustained augmentation for major contingency operations. We live in a world of increasingly complex security challenges across the globe and fiscal uncertainty at home. Accordingly, we are

committed to tightly grip any current operational requirements and rapidly respond to future emergent contingencies. Your continued unwavering support of the Marine Corps Reserve and its associated programs underscores the ability of our Marines and Sailors to professionally and competently integrate in the Total Force Marine Corps in an operational capacity and is greatly appreciated. Semper Fidelis!